ARTS AND CRAFTS: CREATING OPPORTUNITIES FOR THE 1990'S

Economic Development and Tourism

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ARTS AND CRAFTS: CREATING OPPORTUNITIES FOR THE 1990'S

For centuries the aboriginal people of the N.W.T. have found ways to bring colour, beauty and variety to their lives. The creative use of stone, bone, wood, bark, hides and other materials has made some N.W.T. residents among the foremost artists and crafts people in the world. The 1990's offer positive prospects for the Arts and Crafts Industry.

Having recovered from the economic downturns encountered in the early 1980's, we are now selling more arts and crafts than ever before. We have seen a great deal of skill and talent develop during the past decade.

As we enter a new decade there are challenges ahead. The industry is in a transitional stage, and we must become more competitive in the marketplace. Our artists and crafts people are aging, and young people must be encouraged to participate in the industry, a requirement that demands training and support. The arts and crafts industry must also focus on developing new products to meet marketplace preferences for a broader range of arts and crafts.

The Arts and Crafts Industry faces bold challenges in the 1990's. For those who recognize the need to step into a new era of arts and crafts production and marketing there are an increasing number of creative and profitable opportunities.

WHAT IS THE ARTS AND CRAFTS INDUSTRY?

Most arts and crafts items are made at home or in small shops and so the Arts and Crafts Sector is seen as a 'cottage' or a home industry. Often this sector is described in terms of its informal sales or marketing practices and its traditional production methods.

Sometimes there is a fine line between art and craft. "Art" is created through the use of skill and creative imagination to produce a unique aesthetic object, perceived by consumers to have high, and perhaps increasing, value. "Crafts" are objects made by hand, using few tools, which often have a use, or a utilitarian origin. "Light manufacturing" means producing a series of items, or the reproduction of identical items, through the use of machinery.

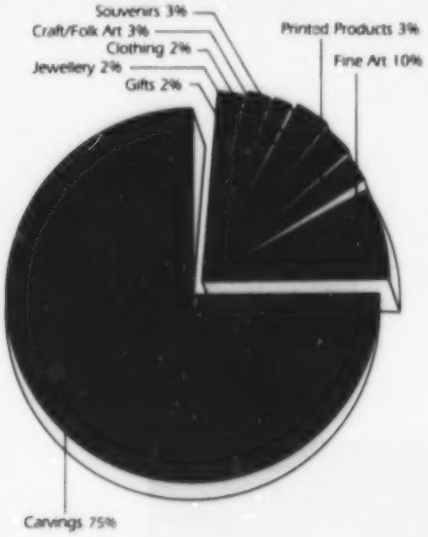
The current emphasis in the N.W.T. is on fine art with little light manufacturing or use of modern technology or production methods.

WHO WORKS IN ARTS AND CRAFTS?

There are an estimated 3,570 people across the N.W.T. who earn a full or supplementary income from the Arts and Crafts Industry. This important sector includes more than 10% of the potential labour force. Virtually all of the arts and crafts producers are of aboriginal ancestry. This is also one of the few territorial industries that has almost balanced participation among men and women.

The artists and crafts people are older, when compared to other members of the N.W.T. labour force. Almost half of our artists and crafts people are 45 years of age or older. In comparison, 70% of the overall N.W.T. labour force is between 15 and 44 years of age. Fewer young people are contributing to the Arts and Crafts Industry than other economic sectors.

CURRENT ARTS AND CRAFTS PRODUCTION DISTRIBUTION



OUR ARTS AND CRAFTS PRODUCTS

The foundation of the N.W.T. Arts and Crafts Industry is its rich cultural heritage. The designs and workmanship of parkas, footwear and hats often tell as much about a producer's ancestry, as about their individual skill and talents. Most arts and crafts in the N.W.T. today are extensions of traditional clothing, tools, toys, and cultural symbols of the Dene and Inuit. Jewellery, carvings, prints, dolls, tools, baskets, wall hangings and an array of other items reflect the past and present.

Carvings make up 75% of all arts and crafts produced in the N.W.T. Virtually all carvings come from the small and medium-sized communities of the Keewatin, Kitikmeot and Baffin Regions. Fine art makes up 10% of the arts and crafts products. Gifts, jewellery, clothing, craft or folk art, souvenirs and printed products are also produced. Printed products include printed designs on stationery and other items.

HOW ARE ARTS AND CRAFTS SOLD?

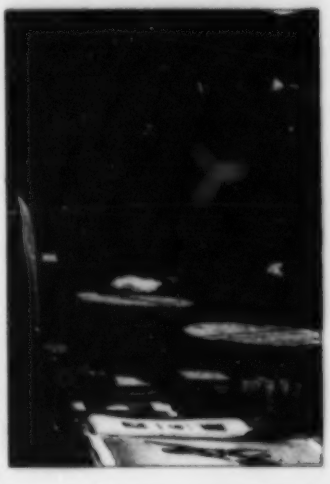
Arts and crafts get from the artist or crafts person to the marketplace in a variety of ways. Some products are sold directly to the consumer, but most travel a more complicated route.

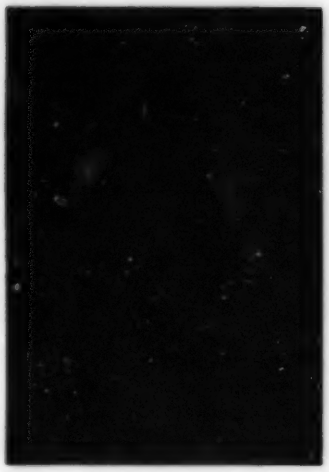
The majority of arts and crafts sold in retail stores are initially purchased by community co-operatives, Northern Stores or other local retail outlets. Such

products as fine art prints and tapestries, created in very limited editions, are most often sold through exclusive arrangements with art galleries. Among the art galleries which have traditionally marketed N.W.T. arts and crafts, approximately 70% of their sales are made up of Inuit art, and most are carvings. Art galleries are usually small companies. Most of their sales result from special exhibitions which feature a collection of an artist's work, and often the featured artist is on hand to meet people.

With the exception of art galleries, the system of informal marketing in place involves limited contact between the producer and the marketplace. 'Middlemen' or community businesses channelling our arts and crafts to the marketplace do not usually have any form of quality control. The price paid to producers is not necessarily linked to the factors of supply and demand, or consumer value, which determine prices in all other industries, or in southern Canada.

The majority of N.W.T. arts and crafts is sold in southern Canada as fine art and high quality art objects. This means that our very fine, creative wo:'k and our 'every day handicrafts' are sent to the same type of stores, sold in the same way, to the same kind of people, for the same prices. As you can imagine this causes problems. Many of our crafts are very different from our fine art. They differ in importance to the producer. Some are seen as items to be worn or used, others as items to be treasured, while some are novelties. It is not surprising then, that the workmanship, the design, the detail, and the perfection and grade of materials, vary tremendously among our products. Items of lesser quality, presented in the same context as high quality items in the marketplace, can reduce the price asked and paid for finer products.





WHO BUYS ARTS AND CRAFTS?

The final consumers of arts and crafts are not the co-op stores, the art galleries or the specialty shops. The final consumer is you and me. There is little known about the final consumer of N.W.T. arts and crafts, but what information is available generally indicates that these people are:

- between 35-54 years of age
- working as professionals and managers
- college or university educated
- both residents and visitors to Canada
- interested in the history and heritage of Canada
- interested in value, quality, and authenticity
- oriented to design and detail in products

So what does this mean? Consumers of N.W.T. arts and crafts are most often looking for value. These people believe the beauty, uniqueness, and the image created by a piece of art or a craft are worth paying for. They are willing to invest money in something that has meaning to them, that makes a statement about who they are, and how they feel.

Art gallery owners say that most of their customers are upper middle-class professionals who buy N.W.T. art because they recognize and appreciate the work of a particular artist. Other factors which influence purchases are price, and the prestige associated with the piece of art.

ARTS AND CRAFTS AND THE NORTHERN ECONOMY

Approximately 152 businesses in the N.W.T. are involved in producing, buying, and/or selling arts and crafts. Products from the N.W.T. are found in about 7% of Canada's arts and crafts retail stores.

MEASURING THE IMPACT

The Arts and Crafts industry contributes about $22.5 million dollars to the N.W.T. economy each year. While a small percentage of the Gross Domestic Product, most of the money generated in the Arts and Crafts Industry is from the export of products to southern Canada. These exports help to counteract our trade imbalance.

If the contribution of the Arts and Crafts Industry was analyzed on a regional basis, the Baffin would clearly come out ahead as the regional leader of the industry. These communities generate approximately half of all arts and crafts industry revenue. This isn't surprising since carvings, the main product of Baffin Island communities, make up 75% of the all arts and crafts produced in the N.W.T.

Employment

It is estimated that about 3,570 people work full or part-time in the Arts and Crafts Industry. Approximately one-third of all producers live in the 13 small and medium-sized communities on Baffin Island. The small Dogrib communities in the North Slave region make up the second most active region in the industry. One-quarter of the people participating in the Arts and Crafts Industry are from the Dogrib communities.

The industry provides employment for about 10% of our potential labour force, or working age residents. And, most of the artists and crafts people live in small and medium-sized communities, where job opportunities are generally scarce.

Income

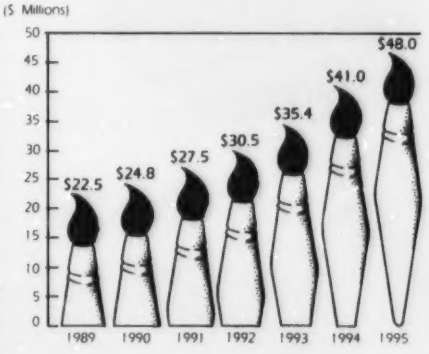
While our Arts and Crafts Industry has a better than average participation rate, the average income of arts and crafts producers is estimated at only about $3,780 a year. This is a far cry from the average territorial income of approximately $20,000 from employment in 1986.

But this is the average income. There are exceptions. For example, a survey of 10 of the top carvers in Pond Inlet, a small traditional community in north Baffin, shows the economic importance of income derived from carving.

A survey of 46 families in Pond Inlet confirms the importance of carving as a source of supplementary income. Among these families, wage income accounted for 62% of income, family allowance, pension and social assistance for 30% and carving made up 8%.

This information shows us that while it is difficult to support a family on the income from arts and crafts, these activities hold great potential to replace social assistance. That's an impact that everyone wants to see!

ARTS AND CRAFTS SALES



POTENTIAL FOR ARTS AND CRAFTS GROWTH

The Arts and Crafts Industry has played an important part in the lives of many northerners. It adds to the wealth of many families in small and medium-sized communities, as well as to the cultural texture of northern life generally. There is room for improving the economic impact of arts and crafts in the N.W.T., but improvements depend on increased sales and increased benefits to producers.

INCREASING OUR SHARE OF THE MARKET

There is potential to increase our share of the Canadian arts and craft market. In a survey of art galleries now selling N.W.T. arts and crafts, 70% of the owners stated they were confident that sales of N.W.T. art and craft work would be substantially increased in the coming decade. But, this increase depends on maintaining a consistent quality and supply of products.

We have the potential to increase sales of our arts and crafts products to capture 10% of the total Canadian arts and crafts sales, and increase our share of the Native American arts and craft market.

We also have the potential to increase the benefits from the industry right here at home, by increasing sales within the N.W.T. We know that the majority of arts and crafts consumers are Canadian residents, but about one-third are tourists from other countries. In the N.W.T. our growing travel industry brings about 93,000 visitors to the N.W.T. for business or pleasure purposes each year. Combined with northerners who travel within the N.W.T. at a rate of 120,000 trips a year, these travellers give the Arts and Crafts Industry a local market to build and nurture.

Retailers in southern Canada also report that the current supply of art and craft items falls far short of market demand. There is a market for increased production of distinctly northern products.

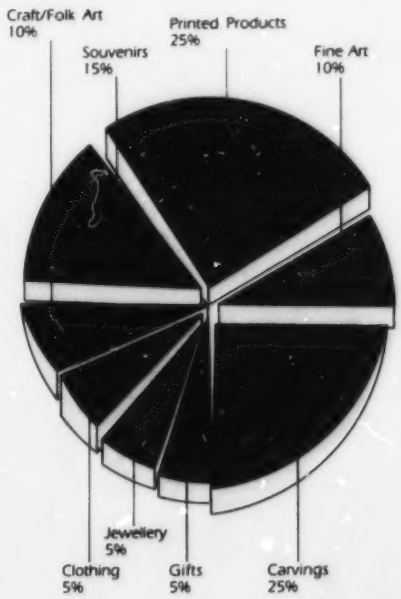
Changing demands in the market place also offer the opportunity for N.W.T. residents to apply their creative talent to a range of new products. Properly marketed and promoted, new products will increase our market share and the benefits to Northerners. A diversified Arts and Crafts Industry for the future demands a mixed sector employing traditional skills and methods and light manufacturing techniques. A new emphasis on souvenir and other consumable items offers great potential and will decrease the industry's current heavy reliance on one product line, carvings.

KEEPING THE BENEFITS IN THE NORTH

There is potential to at least double the sales of N.W.T. arts and crafts. During the next five years the projected increase is from $22.5 million today, to $48 million. Increases in the value of sales assumes inflationary increases of 5% per year. This will significantly increase income and employment opportunities, particularly in communities which currently rely on arts and crafts production for income. New jobs will be targeted at persons 15 - 24 years of age. The number of young people participating in the Arts and Crafts Industry is expected to double.

The Arts and Crafts Industry will grow in a variety of ways. Producers will benefit from increased income and a higher standard of living from the production and sale of their work. And with the increase in the volume and range of

FUTURE ARTS AND CRAFTS PRODUCT REALIGNMENT



products, there will be new opportunities generated in wholesaling and retailing segments of the industry. We can anticipate a growth of up to 20% in the number of outlets retailing arts and crafts within the Northwest Territories.

Increased production will open new opportunities for Northerners to develop and service existing and new markets, but we must ensure that profits from the sale of arts and crafts fuel the Northern economy.

Keeping the Benefits in the North

Increased sales of NWT Arts and Crafts	✓
New and increased wealth	✓
Increased employment and income opportunities	✓
Increased opportunities in the wholesaling and retailing segments	✓
Increased number of Northern wholesale and retail outlets	✓
Improved servicing of tourism markets	✓

SO, WHAT'S STOPPING US?

Obstacles to Growth

- Lack of Product Diversity
- Informal Marketing Practices
- Increasing Competition
- Poor Information Base
- Lack of Organization
- Need for Policy
- Lack of Promotion
- An Aging Labour Force
- Lack of Business Skills and Knowledge about Artistic Rights
- Lack of Training
- Lack of Reward Perceived by Producer
- High Cost and Unavailability of Raw Materials
- Poor Arts and Crafts Facilities
- Limited Technology

The Arts and Crafts Industry is important to our economy. It is valued because it builds on our traditions, and natural and human resources. But, before we can achieve the dramatic new growth that is possible for the industry, several problems facing this sector must be addressed. These obstacles range from our current shortage in the volume and the variety of products, to the inefficiencies of existing informal marketing practices. The range of problems facing the industry is described below.

LACK OF PRODUCT DIVERSITY

Arts and crafts are produced in most of the 56 small and medium-sized communities in the N.W.T. However, the carvings produced in the communities of the Keewatin, Kitikmeot and Baffin Regions make up 75% of overall arts and crafts production.

The health of the Arts and Crafts Industry is extremely fragile, depending so heavily on one product line. But, for the most part, the cost involved in developing new product lines is beyond the reach of the private sector.

INFORMAL MARKETING

In many northern communities, there are few local outlets which purchase and distribute arts and crafts. For many producers these few outlets are their only contact with the marketplace.

The vast distance between producers and consumers has several impacts on the Arts and Crafts Industry. Producers are generally unaware of changes in consumer tastes or what motivates people to buy northern works. Changes in the style of N.W.T. arts and crafts occur over a long time period due in large part to the lack of direct contact with consumers. Although some would argue this adds to the appeal of northern art, our failure to anticipate buying trends results in lost sales opportunities.

The traditional patterns of distributing N.W.T. arts and crafts also impacts on sales. Northern products are channelled through select distributors, who then market to art galleries and fine craft stores. Approximately 1,000 of these outlets in Canada sell our arts and crafts to a select consumer group.

This pattern means that our products are generally marketed as fine art, when in many cases the workmanship suggests it would be more appropriate to sell items as a souvenir or gift. Since galleries are major marketing agents for northern arts and crafts, the demand for northern products tends to be dominated by fine art requests. This results in most marketing being targeted at fine art. In fact, there is an equal demand for good quality craft and souvenir items.

Increased sales depends on greater efforts to market lower-end crafts and seek new markets for a greater variety of products.

COMPETITION

N.W.T. arts and crafts account for a very small portion of the total arts and crafts sales in Canada. In a highly-competitive market, our products need to be high profile and unique.

Our major competition is from Northern Quebec, Yukon and other arts and crafts producing aboriginal communities in southern Canada, the producers of 'imitation Eskimo carvings,' and cheaper craft work imported from other countries. We need to distance ourselves from those who produce similar products, diversify our own product lines, and improve the quality and profile of N.W.T. arts and crafts.

POOR INFORMATION BASE

Despite being one of the oldest industries in the N.W.T., we know very little about the Arts and Crafts Industry. We need to know more about the aspirations of both the producer and the consumer. And, we need to know more about what products are going to be in demand, and what products can be produced in increasing numbers.

These factors prevent a good understanding of trends in the industry.

Information is power, and until there is an information base which allows a better understanding of the industry, we will remain powerless to improve it.

INDUSTRY ORGANIZATION

Unlike many other industries, arts and crafts is without a central industry organization to represent its interests to government, the marketplace and among its members. While there are currently five active community arts and crafts organizations in the N.W.T., there is no one industry association or organization to represent the collective interests of all producers or address the concerns of consumers.

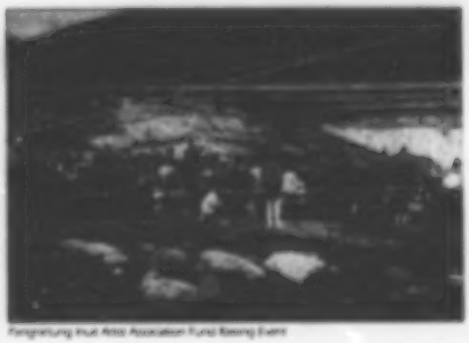
Over the years, government has played a key role in the industry, but no agency or organization has taken on the role and responsibility of stimulating communications links between the producer and the marketplace. This missing link has hampered development throughout the industry. For instance, there is no communications program for producers to inform them about training, market demand, and the overall health of the industry.

A central organization, and better communication could positively influence attitudes, perceptions and the status of the Arts and Crafts Industry in the N.W.T.

NEED FOR POLICY

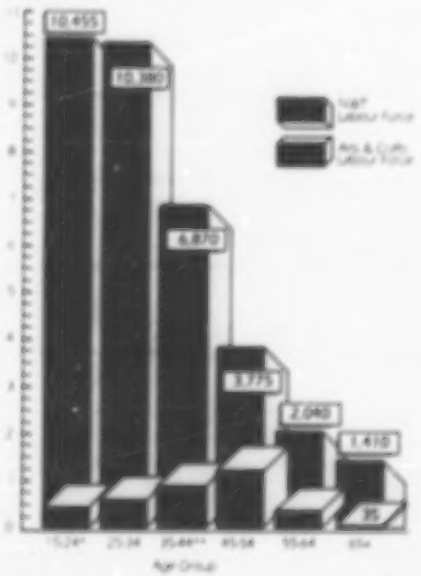
While, the G.N.W.T. continues to play a hands-on role in the Arts and Crafts Industry, at the moment there is no clear policy in place which outlines the responsibilities of government and the private sector. This flaw has created confusion and as a result, no one is taking the lead.

Policy direction is increasingly important because of outside influences. The current Arts and Crafts Sub-Agreement of the Economic Development Agreement will expire in 1990/91. That means the bulk of the funds now available to the industry in the N.W.T. will disappear.



Fairgreetung Inuit Artist Association Fund Raising Event

AGE DISTRIBUTION OF CRAFTS PRODUCERS IN THE NWT LABOUR FORCE



* Opportunities will be targeted to the 15-24 year age group.
** Older producers form the majority of the arts and crafts labour force with declining participation by younger people in a trend.

LACK OF PROMOTION

Advertising and promotion are important aspects of trying to increase sales. This is particularly true if there is stiff competition from other products, and if the product is considered a luxury item, rather than a necessity of daily life.

The N.W.T. Arts and Crafts Industry requires effective promotion. Retail stores and consumers are not aware of what we have to offer, its quality, or its traditional values. The result has been a decline in enthusiasm for N.W.T. products. Combined with a lack of new product lines, and sometimes inconsistent supply and quality, the lack of promotion has virtually dislodged N.W.T. arts and crafts from the marketplace.

Many dealers in southern Canada now complain that N.W.T. products cannot be distinguished from items made elsewhere. Consumers need to know more about how our arts and crafts are linked to traditional lifestyles and the Inuit and Dene cultural heritage. They need confirmation of the authenticity of our products. Promotion must relate to what we know about the ultimate consumer, and that means helping them recognize the value of our products.

AN AGING LABOUR FORCE

Compared to other industries in the N.W.T., the Arts and Crafts Sector is attracting fewer younger people. The N.W.T. arts and crafts producers are predominantly people of aboriginal ancestry who live in small and medium-sized communities. Almost half of the artists and crafts people are middle-aged or older.

This is raising concern that many of the skills, which make our arts and crafts unique, may not be passed on to future generations. It is also disturbing that many young people are not being drawn into the industry, even though arts and crafts often offer one of the few opportunities to earn income in smaller communities.

The age distribution in the Arts and Crafts Industry is opposite that for the overall N.W.T. labour force. We must encourage more young people to participate in this sector.

LACK OF BUSINESS SKILLS AND KNOWLEDGE ABOUT ARTISTIC RIGHTS

Few producers have formal schooling and little experience outside their home community. Without some understanding of the business end of the Arts and Crafts Industry, it is impossible for producers to respond to new market opportunities, to assess their production costs, or to understand and respond to production standards.Most producers are also generally unaware of their artistic rights under copyright laws, and the right to a safe work environment.

The net results of the lack of broader industry skills is a low financial return and frustration for producers, confusion in the marketplace over product inconsistencies, and in some cases, an inability of producers to continue their work and earn an income.

TRAINING NEEDS

Many of the arts and crafts skills currently in use have been handed down from one generation to another within families. To plan for the future of an industry, it is necessary to assess the training required to meet product supply and demand. A training needs assessment is required along with programs to meet the skill requirements identified.

INCOME FROM ARTS AND CRAFTS

Arts and crafts are an important source of income for older members of the labour force where there are few alternative ways to make money. But income generated by arts and crafts producers is far below the average employment income in the N.W.T.

Income earned from arts and crafts activities is generally not enough to sustain individuals and families in small and medium-sized communities. The industry is also labour intensive. Young people considering their future cannot help but notice the imbalance in the level of income from arts and crafts production with the level of effort required. There is a growing perception among producers that it is not worth participating in the industry as it now exists.

The low incomes of most arts and crafts producers, coupled with attitudes regarding sharing, and a lack of access to banking facilities, generally make it impossible for these people to save working capital and invest in the long term development of their industry. As a result, producers remain powerless in the face of changing market conditions, causing many to sell their products below their potential value.

HIGH COST AND UNAVAILABILITY OF RAW MATERIALS

Finished products that will sell at a good price, depend on consistently good quality and inexpensive raw materials. In the N.W.T., high freight costs, vast distances, and a lack of organization are among the factors which make it difficult to get the needed raw materials into the hands of artists and crafts people.

A shortage of tanned hides, duffle, yarns, wools, and consistently available natural materials, like carving stone, bone and furs make it difficult for many producers to create arts and crafts that will compete with other products in the market place.

A shortage of money can also make it difficult for producers to invest in supplies, even if they are available. And, many producers are without the contacts or ability to purchase materials more cheaply, directly from manufacturers.

POOR ARTS AND CRAFTS FACILITIES

The Arts and Crafts Industry is, by and large, a cottage industry. There is little hope that the industry can grow and prosper if most producers must make a space in already-crowded homes to produce arts and crafts.

While working at home has some advantages, it is not the preference of many producers. And, in many cases it affects the end product. There is little control over quality or the volume of production. Artists and crafts people miss out on the opportunity to exchange information on techniques.

The lack of production facilities means the industry is less likely to become modernized, or able to change the current informal marketing practices. It is also more difficult to provide training without central production facilities.

LIMITED TECHNOLOGY

Small tools and equipment could increase the quantity and variety of arts and crafts produced in the N.W.T. as well as the income potential of producers. The current limited use of technology restricts these new opportunities.

But the purchase of small tools and equipment is beyond the reach of the average producer. They are either without the necessary money, or lack awareness of available technology.

The use of new technology within the Arts and Crafts Industry is required if this sector is to be able to produce the quantity and quality of products required to improve sales. It is possible to accomplish this while preserving traditional methods and artistic integrity, and respecting local needs and concerns.

REALIZING OUR POTENTIAL

The Arts and Crafts Industry has numerous obstacles to overcome, but the economic, social and cultural value of the industry and its ability to survive this long in the face of such adversities, warrants renewed interest and faith in its future.

The revitalization of the N.W.T. Arts and Crafts Industry will build on our natural resources and existing skills. A revival of the industry will increase employment and income opportunities for small and medium-sized communities, where few such opportunities now exist.

THE ARTS AND CRAFTS STRATEGY FOR THE 1990'S

The Department of Economic Development and Tourism has an important role and responsibility to provide the support and facilities necessary for the N.W.T. Arts and Crafts Industry to flourish. The Department has developed a comprehensive strategy, or action plan, which will make the 1990's the golden age for N.W.T. artists and crafts people.

The Three-Part Action Plan

The Strategy seeks to achieve three major goals:

- Diversify the N.W.T. Arts and Crafts Industry by developing new products and expanding production.
- Develop an industry consensus on a plan for developing the N.W.T. Arts and Crafts Sector.
- Develop and expand the market for N.W.T. arts and crafts.

STRATEGIC TARGETS

Twelve targets have been set by the Department in its strategy to assist the Arts and Crafts Industry to overcome development barriers and increase production and sales. The various initiatives confront the issues which affect the quality and quantity of arts and crafts produced, such as inadequate community facilities. They address the problems associated with how we now market products, and the need for new products and new markets if sales are to increase.

I. Supply - Expanded Production and New Products

1) Establish Product Development Priorities

Research into the supply of arts and crafts will be carried out. The idea is to find out more about how, where, by whom, and under what circumstances, our arts and crafts are produced. This information is required if knowledgeable plans are to be made for the development of new products. A system for classifying different types and qualities of products will be developed. Co-ordination between the Department of Economic Development and Tourism and other G.N.W.T. departments will be improved to identify new product opportunities.

2) Implement Product Development Projects

A series of product development activities will be initiated to improve the volume and range of products in the marketplace. Projects will be aimed

The Three-Part Action Plan

Diversify the NWT Arts and Crafts product line and expand productive capacity

Develop an Industry consensus on a plan for developing the Arts and Crafts Sector

Develop and Expand the market for N.W.T. Arts and Crafts

Strategic Targets
Supply Side

Establish Product Development Priorities

Implement Product Development Projects

Improve Raw Material And Equipment Supply

Establish Arts and Crafts Facilities

at improving design, quality and composition of products, developing new product lines, and maximizing production efficiency through the use of technology. The priority for developing new products will be determined by the results of research into product classification.

Research and Development Centres of Excellence will be established to provide design, production, technological, management, marketing, and distribution assistance to Inuit artists and crafts people. New programs will be delivered through these centres which improve and enhance the supply side of the industry.

3) Improve Raw Material and Equipment Supply

Assistance will be provided to arts and crafts producers to improve their access to raw materials and equipment. One priority will be improving the supply of carving stone, through efficient community quarrying operations and financial support where required. Programs will be developed to provide freight subsidies and material distribution centres on a cost effective basis.

4) Establish Production Facilities

A program will be developed to provide arts and craft production facilities on three scales. Small production shops will accommodate one to two people, with the focus on single, small tool production methods. These small standardized facilities could be established with costs shared between government and small business.

Medium-sized facilities will accommodate a light manufacturing production staff of between five and nine people. Multi-activity facilities will be constructed in select communities to serve as a focus for craft development on a regional scale. They will be larger, with 10 or more staff people, and will concentrate on high volume and multi-mode production.

II.Organization and Distribution - An Industry Consensus

Strategic Targets
Organization and Distribution

Establish an Inter-departmental Task Force on Arts and Crafts

Establish an N.W.T. Arts and Crafts Service Association

Develop and Implement an Industry Data Base

5) Establish an N.W.T. Arts and Crafts Service Association

Working with existing arts and crafts societies and associations, a new industry-wide organization will be established to promote and support the development of the industry. The association may serve as an advocate for the industry, provide organizational support and resources for producers, perform a marketing and promotion role, undertake research and development, and liase with government on policy and program initiatives.

6) Establish an Inter-departmental Task Force on Arts and Crafts

The purpose of the task force will be to assist and encourage all government departments, agencies and boards to develop programs which complement the Arts and Crafts Strategy. Working groups will be established to address specific issues such as training for arts and crafts producers, the supply of carving stone, and maintaining the cultural foundation for N.W.T. arts and crafts.

7) **Develop and Implement an Industry Data Base**

A comprehensive Data Bank is proposed to provide information on the economic performance, the organization, and the management of the Arts and Crafts Industry. The Data Bank will collect industry information which in the past has been unavailable, hindering efforts to plan for the future or know where assistance is needed most. Some examples of the information to be included in the Data Bank concern labour force planning, raw material and inventory control, a capital equipment inventory, and profiles of communities, regions, production methods and volume, product distribution, market research and industry organization.

III. Demand - Developing and Expanding Markets

8) **Conduct Market Research**

A comprehensive program of market research will be undertaken to improve understanding of the marketplace. This research will assist the industry to better position N.W.T. arts and crafts in the marketplace. This research program will include surveys, information networking, a quarterly industry report, and improved information distribution.

9) **Implement Innovative Marketing Methods**

To increase the income of producers, innovative marketing methods will be researched and implemented. Prospective methods include mail order sales, catalogue sales, video presentations, an N.W.T. art bank, television sales, and telemarketing.

10) **Capitalize on Tourism and Arts and Crafts Links**

Tourism in the N.W.T. provides a ready market for arts and crafts. In return arts and crafts can enrich a visitor's northern journey. While arts and crafts will become features of N.W.T. visitor centres, new products, such as souvenirs and memorabilia, will promote tourism. Pamphlets on producers and the products they make will be piloted in select traditional communities so that tourists can purchase products directly from producers. The Department will also assist in staging an annual Arts and Craft Festival in the N.W.T.

11) **Promote Cultural Activities**

New programs will be developed to assist northern commercial artists. Support will range from promotion and professional development assistance to start-up loans and grants.

12) **Develop a Promotional Plan**

A promotion strategy will be developed to raise the national and international profile of N.W.T. arts and crafts, make our products identifiable, and create the maximum impact in the marketplace. Promotion will also be aimed at increasing participation in the industry. The promotion campaign will include printed and video material, advertising, educational information, a media program, public events and activities, and an "Identify and Image Program," complete with slogans and symbols.

Strategic Targets
Demand Side

- Conduct Market Research
- Implement Innovative Marketing Methods
- Capitalize on Tourism and Arts and Crafts Linkages
- Promote Cultural Industries
- Develop Generic Promotional Plan

WHAT SHOULD WE EXPECT?

The N.W.T. Arts and Crafts Strategy expects to:

- Increase employment and income opportunities in the Arts and Crafts Industry, especially for artists and crafts people in small, traditional communities.
- Strengthen the Arts and Crafts Industry by diversifying the products and markets, providing new production facilities and more modern technology.
- Increase the volume of production and sales.
- Increase revenues generated by the Arts and Crafts Industry from the current $22.5 million, to $48 million a year by 1995.
- Increase communication within the industry through a central organization.
- Improve the industry impact and profile.
- Promote positive arts and crafts role models.
- Encourage a new generation of N.W.T. artists and crafts people.
- Improve government co-operation and effectiveness in assisting the Arts and Crafts Industry.

The Arts and Crafts Strategy is based on extensive research and consultation with industry participants. The Department of Economic Development and Tourism believes it provides a logical and realistic framework for decision-making during the 1990's.

The co-operation and involvement of other government agencies, industry groups and individuals in developing new programs will ensure the Arts and Crafts Industry reaches its potential. The success of the strategy demands the combined efforts of all parties interested in the growing health of this important industry.

Balancing traditions with modern methods and products will take this industry from a transitional stage into a new era of growth and prosperity. Sound planning will create new opportunities for northerners to reap economic,creative and cultural rewards.